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A Digital Communication Strategy for Kiehl's: Humanize an Online Engagement

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EXECUTIVE SUMMARY

The objective of this thesis is to develop a one year digital communication strategy for Kiehl's, a brand from L'Oréal Group, in order to tackle the problem of low brand awareness in Portugal. Previous to this thesis I participated on the L'Oréal Brandstorm competition, where Kiehl's was the target brand of 2014's competition.

The strategy presented aims to establish Kiehl's identity in consumers' minds and to reinforce proximity of its values, by taking the in-store experience to digital channels. The branding strategy focuses on positioning Kiehl's as a brand with natural products, high expertise in skincare and concerned with local social causes. The activation strategy is based on customer and expert referral and a member get member referral program.

The implementation plan is comprised of three categories (social media, website and mailing) by restructuring existent social media planning, creating an Instagram and Youtube page, implementing a loyalty program on website and creating a specific newsletter for Portuguese people.

Keywords: Kiehl's; Communication; Digital; Marketing

COMPANY AND BRAND BACKGROUND

John Kiehl started a small apothecary in the East Village in New York, preparing and selling classical drugs in 1851, named Kiehl's. In the beginning of the 19th century, Irving Morse bought the firm and transformed it into a modern pharmacy with a more organized line of proprietary products. By 1961, his son took over the firm and created the modern Kiehl's identity and defined its mission: "Each of us is committed to serving our customers and communities alike through the highest service standards". Kiehl's became a retailer specialized in making premium skin and hair care products, supported by a highly expertise service to its customers. As the store was becoming known from 1995 to 2000, L'Oréal Group saw this as an opportunity and acquired Kiehl's for an amount between \$100 and \$150 million¹.

Since then the store has expanded to almost 40 countries accounting for more than 250 retail stores worldwide², maintaining the independence of Kiehl's, its product heritage and its philosophy. In Portugal the first store in Chiado was opened in 2007 and the second one in the shopping center Colombo later on. It was recently introduced in the duty free area of Lisbon's airport terminal³.

DIGITAL COMMUNICATION OBJECTIVES

The digital communication objectives are 1) to increase the visibility of the brand online and 2) to get a wider interaction of the audience to Kiehl's digital channels, helping the organization to achieve its core objectives.

¹ The New York Times, 2000, "Kiehl's Cosmetics Company Bought by France's L'Oréal"

² Telegraph, 2013, "Skincare brand Kiehl's to double stores"

³ Aeroportos de Portugal, 2012, "Lisbon Airport opens up its new retail complex"

SITUATION ANALYSIS

The CBI process is a strategic tool from Euro RSCG to develop creative business ideas by merging creativity and effectiveness. This analysis is divided into the category momentum (the business category in which the brand is in and the competitive brands), the prosumer momentum (the consumer and the trends which will influence them) and the brand momentum (the brand's evolution and what will help it to move forward in the category). In order to perform this analysis, I started by having a meeting with Sara Abreu, Product Manager of Kiehl's Portugal, and Carolina Almeida, Digital Manager of L'Oréal Luxe, in order to better understand the needs and objectives of the brand. Then I conducted market research by developing face-to-face open-response questions to 22 Kiehl's customers in stores with ages ranging from 16 to 55 years. Furthermore I created an online survey, targeted to Portuguese people which gathered 259 respondents (187 women and 73 men), the majority being from Lisbon, students, and having a college degree.

Additionally to the CBI model, a SWOT analysis was prepared in order to shed more light on key issues that were involved in this project.

Category Momentum

Kiehl's is part of the beauty and personal care market, whose products are cosmetics which consumers seek to protect or improve the appearance and odor of the human body.

This market is worth around 1,533.3 million euros in Portugal (2013)⁴ which represents a reduction from its peak in 2010 of 1,698.5 million euros. The predictions are that there will be no immediate recovery until 2016.

⁴ Euromonitor International, 2014, "Beauty and Personal Care in Portugal"

Beauty and personal care is comprised by grocery retailers (e.g.: supermarkets, hypermarkets), non-grocery retailers (e.g.: The Body Shop, Boticário), non-store retailing (e.g.: direct selling, internet retailing) and non-retail channels (e.g.: hair salons). Grocery retailers have gained market share and represented 53% in 2013⁵. Nowadays they offer low priced products through their private labels, despite offering a wider range of choices at different price points.

Furthermore, there has been an increase on internet retailing. From 2012 to 2014, online stores have increased traded beauty and personal care products from 3% to 12%⁶. One of the major barriers is the high delivery costs compared to other countries where these are inexistent.

As a result of an increasing concern about personal appearance and fashion trends amongst portuguese men, categories such as men's deodorants' and men's skin care are expected to register positive values of growth in the future.

Prosumer Momentum

Major trends influencing consumers' attitudes and behaviors' are 1) higher demand for natural products, 2) lower purchasing power and 3) higher search for products online.

An increase on the demand for natural products has been observed as "higher numbers of Portuguese consumers are focusing more on the ingredients in their beauty and personal care products, as well as the potential effects of these ingredients on their daily routines"⁷.

⁵ Euromonitor International, 2014, "Beauty and Personal Care in Portugal"

⁶ Associação do comércio electrónico e publicidade interactiva, 2014, "Barómetro Trimestral do Comércio Electrónico em Portugal"

⁷ Euromonitor International, 2014, "Beauty and Personal Care in Portugal"

Another trend is the economic recession that has affected people since it “prompted consumers to move towards price-driven decision-making”⁸. In response to this, the demand for private label products has increased and retailers have turned to price cuts, discount coupons, special deals and offers.

The usage of internet is increasing and consumers are more willing to buy products and search for information online. Portuguese consumers are now more engaged with the digital world and 22% buy regularly online, which represents a 7 percentual points' increase since 2011⁹. According to the online survey that was conducted, on a scale from 0 (not active) to 7 (active), people give a lot of importance to online reviews from other people on the product (3.55) and they search online for the characteristics of the product before buying it in store (3.05). Other consumers like searching for online promotions (2.12), others like to participate in online competitions (1.25) and few are used to buying products online (1.20). It is possible to conclude that Portuguese consumers' are in general not very active online. The activities they do are to rely on the opinions of others and mostly to seek information, but afterwards they buy the product in store, rather than buying it online. The search for information on cosmetic and hygiene brands online is mostly done through social media (87%) and website (43%), then blogs (34%) and newsletter (19%).

Brand Momentum

During the last years, Kiehl's has invested in a higher online presence, and awareness has been one of its concerns (according to the online survey only 21% of the respondents knew the brand). In the words of Chris Salgado, President of Kiehl's, “we do

⁸ Euromonitor International, 2014, “Beauty and Personal Care in Portugal”

⁹ Jornal de Negócios, 2014, “Consumidores portugueses estão a comprar mais na internet”

not do national advertising, there needs to be marketplace awareness for the brand”¹⁰. The brand's points of difference are the offering of samples in order to test before buying, the policy of “guarantee healthier skin in 28 days or your money back”¹¹ and the specialized Kiehl's Customer Representatives (KCR) which provide a different attendance according to the client's needs. Besides that, Kiehl's supports three initiatives by charity (HIV/AIDS research, environmental issues and children's well-being) as it believes that “by adhering and supporting a well-defined set of values, achieves community membership and strengthens the sense on identity that communities provide to their members”¹².

Kiehl's is a unisex brand and despite the trend of a higher demand from men for beauty and personal care products, 80% of its clientele is female, therefore women are a fundamental matter for the business.

The online communication vehicles used by the brands in this market are mainly website, social media and newsletter (Table 1). On the questionnaires performed in-store,

Table 1: Communication vehicles used by Kiehl's and two direct competitors

	Website	Social Media	Newsletter
Kiehl's	In English (US website)	Facebook in portuguese (4,000 followers)	In English on a monthly basis
The Body Shop	In portuguese and has online store	Facebook in portuguese (39,300 followers); Twitter in portuguese (800 followers); Youtube with 49 videos and average of 450 viewers	
O Boticário	In portuguese and has online store	Facebook in portuguese (208,000 followers); Twitter in portuguese (450 followers); Youtube with 15 videos and average of 26,000 viewers; Instagram in portuguese (4,000 followers)	In Portuguese on a monthly basis

¹⁰ What's In Store, 2014, “Q&A: Chris Salgado of Kiehl's”

¹¹ What's In Store, 2014, “Q&A: Chris Salgado of Kiehl's”

¹² Imperial College London Business School, 2010, “Building a product differentiation advantage through community-based strategy”

the customers classify Kiehl's digital presence as 1.86 (from 0=weak to 7=strong) and they keep on track with the latest launches and news by going to the store (68%), which compares to the lower figures for the website (14%), social media (9%) or newsletter (9%).

When comparing with other countries, Portugal is not as innovative¹³, where a significant gap is observable between what is performed in Portugal and internationally.

Regarding social media, Facebook is the main social media used by cosmetic and hygiene brands. The following analysis (Appendix 3) shows the engagement of the audience with the brand's Facebook page measured by summing every kind of action on every post (Absolute engagement = NL + NC + NS¹⁴). O Boticário is the brand which has higher interaction mainly due to the fact it has more followers.

Dividing posts into categories (Product announcement, Information, Designed question, Questioner, Competition, Advertisement, Statement)¹⁵ allows analyzing those who reveal higher engagement rates. Calculations were performed by making an average on each post engagement calculated previously according to the correspondent category (Appendix 4). O Boticário most engaging category is advertising where discounts are released, which is part of its identity. The second leading brand is The Body Shop post categories with higher engagement are on competitions and product announcement. Kiehl's has a lower fan base and the most popular posts are referent to information on Kiehl's Culture, advertisement on its products and designed questions.

¹³ Dinheiro Vivo, 2014, "China rouba 25º lugar a Portugal na lista dos países mais inovadores"

¹⁴ NL = Number of Likes; NC = Number of Comments; NS = Number of Shares

¹⁵ "Product announcement: announcement of new product launch; Information: Information regarding a sales location, number of page fans, etc; Designed question: Posts in form of questions with a goal to engage users in a dialog; Questioner: Using the Facebook Poll to obtain answers on a specific question; Competition: Posts related to competition; Advertisement: Advertisement of existing products; Statement: Posts in form of statement, stating opinion on a certain topic" by Irena Cvijikj, Florian Michahelles, 2011, "A Case Study of the Effects of Moderator Posts within a Facebook Brand Page"

SWOT Analysis

Kiehl's reaches to customers mainly by sending an SMS with discounts on special occasions (like father's day, Christmas, anniversary, among others), and by Facebook¹⁶ on a daily basis. Its database has 10,000 customers and Facebook page has 4,000 Portuguese followers. The website available in Portugal is the American one meaning it is not possible to buy products online nor have information in Portuguese. This page is misaligned with the products available in Portugal and with the campaigns, as some products are launched first in the United States of America and weeks after nationally. Kiehl's in 2013 ranked second on beauty brand digital performance in the United States¹⁷, highlighting its email marketing campaigns. This know-how of the brand combined with the resources provided by L'Oréal Group, represent major strengths.

The increase of online visitors and the increase in demand for natural products represent a major opportunity for Kiehl's to develop the brand on a national level. On the other side, Kiehl's has higher priorities to develop its brand in other countries, due to the market needs. Besides that, the purchasing power of the Portuguese customer is decreasing and niche markets are appearing stronger.

Table 2: SWOT analysis of Kiehl's digital strategy in Portugal

Strengths	Weaknesses	Opportunities	Threats
Specific campaigns (Christmas, father's day); Strong core value; International digital channels well developed; Part of L'Oréal Group	Low brand awareness; Almost no online presence; No e-commerce; Priority to develop first in other markets	Online gaining power; Higher demand for natural products	Economic crisis Portugal; Appearance of niche markets

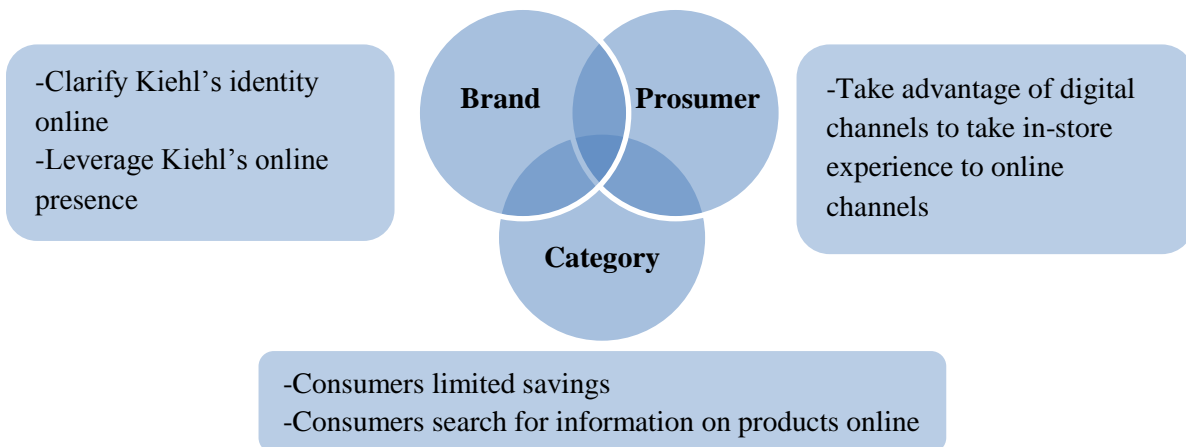
¹⁶ Kiehl's Facebook Page

¹⁷ L2 Business Intelligence for Digital, 2013, Digital IQ Index Beauty

STRATEGY

The definition of the strategy was done exploring the crossing of the momentums presented, according to the CBI framework (Figure 1).

Figure 1: CBI – Exploring the intersections



Considering the low awareness of Kiehl's, it is important to define a scope of action, in order to build a stronger brand at a national level. Taking into account these conclusions, my proposal for a future digital communication strategy for Kiehl's is to ***humanize an online engagement***, by incorporating the in-store experience a costumer has to all digital communication channels, through the expertise attendance of the KCR's which are part of Kiehl's identity.

From the Consumer Decision Journey "today's consumers take a much more interactive and less reductive journey"¹⁸. Before entering in this journey, the consumer needs to be aware of the brand, which does not happen in this situation (79% of respondents were not aware of the brand), turning this initial phase into the most alerting key to tackle. Regarding those who are already aware of the brand, 27% of the respondents

¹⁸ Harvard Business Review, 2010, "Branding in the Digital Age: You're Spending Your Money in All the Wrong Places",

were satisfied with the brand and 73% were very satisfied meaning that customers enjoy, advocate and bond with the brand and its products. Moreover these end up buying again, as from the customers interviewed in-store, 81.8% of them had bought more than 4 products only during the last year, acting as loyal customers to the brand.

The strategy to communicate Kiehl's will be based on two dimensions: the branding strategy, aiming to establish Kiehl's identity in consumers' minds; and the activation strategy, aiming to enforce proximity of its values. The branding strategy will be based on molding the international brand identity to the national market needs. The activation strategy is divided into three parts: customer referral, expert referral and member get member referral program (MGM).

To develop the actions data from the questionnaire was used but being aware that the majority of respondents were students which are not the primary target of the brand due to the lower purchasing power. The target of the brand leans more to an older age group, as confirmed from the questionnaires in-store where 15 out of 22 respondents were aged between 26 and 45 years old. In-store the typical customer goes 2 to 3 times to the store per year which was observable as I got 1 respondent per hour. When this customer makes the visit he tends to purchase several products¹⁹.

The primary target with whom there is a need in the short-term to communicate digitally to achieve organizational objectives are from the age group of 30 to 44 which earn on average more than US\$ 25,000, positioning as part of the most well paid ages in Portugal²⁰. This target likes to feel good about themselves and their exterior look. They are

¹⁹ Appendix 2, question 3

²⁰ Euromonitor International, 2014, "Income and Expenditure: Portugal"

demanding and seeking natural products which are not prejudicial for the skin and are environmentally friendly. The secondary target are young adopters from 18 to 29 years old which are crucial on a long-term perspective as their interests and concerns on skin are the same as the primary target, although their purchasing power is more limited at the moment. The strategy behind this secondary target is to instill the brand identity for a smaller purchase in the present and bigger ones in the future.

The whole strategy intends to support the corporate marketing goal of increasing its market share, aligned with providing excellence and quality in its products, a highly trained service to its customers and belief in WOM (word of mouth). In order to perform according to the market needs, all communications will be performed in Portuguese.

Branding strategy

The branding strategy will be focused on highlighting specific elements of a brand identity for Kiehl's. According to Kapferer (2012)²¹, "each brand should have its explicit, concise and sharp written brand platform, making it clear what it wants to stand for"²². Based on the available information, the brand's current identity was developed (figure 2).

Kiehl's brand identity is defined and is aligned with the trends that are currently happening in the cosmetic market. When asked Portuguese Kiehl's clients the first thing that came to their mind when talking about Kiehl's it was the quality in the products (72.7%). Consumers don't associate the brand with the fact of products being **natural**, or

²¹ Kapferer developed the brand identity prism, which identifies six aspects of brand identity: Physical – Basis of the brand; Relationship – way the brand connects to its customers; Customer reflection – reflection of how the customer wishes to be seen as result of using the brand; Personality – Characteristics of the brand if it was a person; Culture – symbolizes the organization, the country of origin and the value it stands for; Self-image – what the consumer think of himself.

²² Jean Noel Kapferer, 2012, "The New Strategic Brand Management", p. 170

with the **skin care** products, that are core for the brand. Besides this, there will be a higher presence of content related to the profiles interests such as **social causes concern**. Therefore, in a short-term perspective, we recommend that the presence of these three main identity values should be increased.

Figure 2: Kiehl's Brand Identity



Activation strategy

The activation strategy will be based on three different marketing strategies related with friendship values and proximity of salesperson to the clients: **customer referral**, **expert referral** and **member get member strategy (MBM)**.

Regarding online presence of cosmetic brands, customers give high importance (3.55/7) to reviews made on the products done by other people. This leads to the customer referral strategy, “deliberately initiated, actively managed, continuously controlled firm activities aimed to stimulate positive WOM”²³, creating more opportunities for the customers to express their opinions on the brand and its products.

One of the key characteristics of Kiehl's is the personalized and competent attendance provided in the stores by the sales person, KCR's, which is highly appreciated

²³ Journal of Marketing, 2013, “Growing Existing Customers' Revenue Streams Through Customer Referral Programs”

by the customers (6.68/7)²⁴. The customized attendance regarding the type and needs of their skins in store is esteemed and would take customers to the store with high probability (3.75/7). To tackle the problem that customers are not aware of this experience in store, the sales person will provide information on their expertise to people online. The objective behind this expert referral is to give the notion of the experience a customer normally has in store and by educating on how to properly use products.

At last, MGM programs “primarily prompt existing members to spread positive WOM by providing incentives for giving recommendations or referrals that result in new members joining”²⁵, which is a strategy aligned with Kiehl's identity of belief in WOM. Current Kiehl's clients are loyal to the brand and are very satisfied with the used products²⁶. Using these members to invite their friends, who have the same interests, to take part in this program is a way of collecting clients which might bond with the brand. This strategy will allow current and new members to gain from this experience by making these invitations, and the brand will take advantage by having more clients. Additionally this data matters for customer relationship management purposes to get to know better the customer needs.

IMPLEMENTATION PLAN

The implementation of the strategy will be divided into activities and organized per type of strategy (Table 3). These activities need to be the most appropriate to the level of time and human and financial resources available. The entire implementation plan will have the branding strategy already incorporated through the content. The three elements to be highlighted (cosmetic natural products, skincare and environment causes) will be enforced

²⁴ Appendix 2, question 5

²⁵ Social Behaviour and Personality International Journal, 2014, “Exploring the Persuasive Effect of Member-get-member Referral Programs”

²⁶ Appendix 2, question 3

by Search Engine Optimization (SEO) in order to increase the visibility of the digital channels according to the following keywords (in Portuguese): produtos cosmética naturais, cremes para rosto, causas sociais.

Table 3: Communication activities per strategy

	Activities	Branding Strategy	Costumer Referral	Expert Referral	Member get member
Social Media	Facebook	X	X		
	Instagram	X	X		
	Youtube	X		X	
Website	Loyalty program	X	X	X	X
Mailing	Newsletter	X		X	
	Email Review	X	X		

Social Media

Facebook is the only social media used by Kiehl's and can be better used in order to reach a higher audience. Instead of one daily post the strategy will employ two daily posts being reinforced with posts that have higher engagement rates when compared with competitors (see Brand Momentum section of this report): information, designed questions, competitions, product announcement and advertising. In addition to these changes, the creation of two new digital channels is suggested: Instagram and Youtube page.

Half of the respondents own an Instagram account making this social media attractive for Kiehl's to have as well in order to reach more people. An Instagram page will be created and managed by the KCR's and will have photos of what they are doing in store, new products and photos in which Kiehl's shows its support for social causes.

The creation of a Youtube page would enable Kiehl's sales people to provide their expertise on cosmetic products with some knowledgeable tips and tutorials on how to use the products, once a week, with 1 minute videos.

To embrace the customer referral strategy and high level of engagements, the creation of four competitions on Facebook are recommended (Table 4).

Table 4: Competitions on social media

Dates	Topic	Prize
February - March	Take a picture with your friends in any Kiehl's store	Both will earn gift pack
April – March	One question per week on Kiehl's culture, first to get it right wins	Deluxe sample
July – August	Take a picture with a Kiehl's product at the beach	Kiehl's sunscreen
November - December	Best design of Mr. Bones ²⁷ dressed according to Christmas theme	Christmas pack

Website

The loyalty program will be an additional feature to the website. Once a person registers in the program s/he has the possibility to receive points that can be exchanged by vouchers in products (Appendix 5). Points are gained by adding their Facebook and Instagram account to their profile, commenting, liking and sharing Kiehls posts on social media and watching tutorials on Kiehl's Youtube page. Another possibility is by recommending Kiehl's to a friend by giving his email, where s/he will receive a voucher, and once it is used in store, s/he will receive a deluxe sample and both will earn points. Once a member reaches 250 points, s/he receives a voucher of 5€.

²⁷ Mr. Bones is a human skeleton and represents Kiehl's pharmacy heritage, commitment to customer service, education and science.

On one side the already member has several ways of gaining points. On the other side, the new member will receive a deluxe sample and already has some points cumulated, starting to use this strategy reaching other friends.

Additional features of this account are that it provides exclusive content and people can contribute to local social causes. First, members will be able to watch the Youtube videos with additional comments from the salesperson which are exclusive for members of the program. This new feature works as a blog with selected content where readers can engage with the posts. Second, when a voucher is used, 1€ will be donated to an institution concerned with children's well-being, as Crescer Ser, which promotes and provides shelter to children in need.

As the brand suffers of low awareness and the program can take a while to start, an initial campaign will take place where the first 200 customers who refer a friend, and when the person uses the voucher, will also receive a deluxe sample.

Mailing

Currently Portuguese consumers can receive the American newsletter; the suggestion is to create a newsletter in Portuguese on a monthly basis which divides into three parts: product of the month (highlighting the natural products and skincare), KCR's Youtube video entrance (focusing on the expertise) and testimonial of a consumer.

Once a customer buys a product at Kiehl's, s/he is asked to create an account providing main details including email and phone number. According to Sara Abreu, 90% do not mind creating an account when purchasing an item. Our recommendation would be to do the same when a person leaves the store only with samples, this would allow the

company to send an email one week after asking for an opinion on the sample s/he tried based on if s/he would recommend the product to anyone, if s/he enjoyed the sample and if s/he is pondering about buying the product. The same would be done for costumers buying a product but 28 days after the purchase. These recommendations are planned to be used on social media and newsletter as testimonials.

COMMUNICATION TRACKING

Analyzing results from the communication is important to understand the impact it caused on the overall business. It also allows understanding ways to improve the strategy. This tracking is based on constantly reviewing and optimizing based on the metrics available on Appendix 6.

With a constant evaluation on contents, those with higher engagement will be studied in deeper detail and used in Kiehl's advantage to replicate these contents in order to continue with high level of engagements.

BUDGET

Table 5 presents the one year projected investment values for this digital marketing campaign, assuming 1) 44%²⁸ of the 10,000 clients inserted in database will join the program during the first six months, 2) this membership basis will increase by 10% until the end of the year, 3) the cost per deluxe sample is 0.1€, 4) members spend all points earned. The final investment would be of 18.678,76€ (detailed costs in Appendix 7).

²⁸ Appendix 1, question 12

CONCLUSION

The digital communication strategy presented in this report takes advantage of the well-defined brand identity, competitive advantages and developed digital platforms at an international level, while tackling national awareness problems. In this sense, Kiehl's digital channels are transformed and extended going beyond a mere presence and creating a unique engagement with customers, taking the experience one has in store to online and achieving a long-term strategic vision.

From the strategic approach of the implementation plan, it was taken into consideration different perceptions from consumers and to make it as realistic as possible. The market trends and market research reveal support to the viability of the digital communication plan, granting positive externalities to the brand. Nevertheless, this paper shows some limitations, as it is based on a brand that exists for more than 150 years, requiring respect for brand legacy.

Despite the limitations, the result is a brand that has a closer engagement to the consumers on an online basis, and who is truly committed to provide the best and exclusive experience to its customers.

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APPENDICES

Appendix 1: Online survey (n=259)

1. Quais são os seus principais interesses? (máximo 5 opções)

Animais	25%	Causas Sociais	20%	Cultura	27%	Entretenimento	43%
Escola	17%	Família e Amigos	85%	Fitness	21%	Gastronomia	20%
Literatura	13%	Moda	21%	Música	45%	Política	10%
Saúde	18%	Trabalho	25%	Viagens	55%	Vida social/eventos	23%

2. Pratica alguma actividade ou desporto regularmente? (Seleccione todos os que se aplicam)

Andar de bicicleta	9%	Basquete	2%	Caminhar	35%
Correr	20%	Futebol	15%	Ginásio	35%
Nadar	9%	Voleibol	4%	Nenhum dos acima mencionados	15%

3. Atribua de 0 (não activo) a 7 (muito activo) de acordo com o seu comportamento relativamente à presença online dos produtos de cosmética e higiene.

- Dou muita importância às críticas aos produtos feitos por outras pessoas – 3.55
- Estou habituado a comprar estes produtos online – 1.20
- Estou sempre à procura de promoções online – 2.12
- Participo em vários concursos online – 1.25
- Procuro as características do produto online antes do comprar em loja – 3.05

4. Conhece as seguintes marcas? (selecione todas as que se aplicam)

Boticário	90%	Chanel	92%	Clarins	40%	Clinique	72%
Douglas	58%	Estée Lauder	58%	Kiehl's	21%	Kiko	68%
Lâncome	81%	L'Oréal Paris	97%	MAC Cosmetics	56%	Nivea	96%
Origins	15%	Rituals	72%	Sephora	92%	Shiseido	52%
The Body Shop	80%	Vichy	88%				

5. Como se mantém em contacto de novas informações sobre as marcas de cosmética e higiene online?

Blog	34%	Newsletter	19%	Redes sociais	87%
Website	43%	Outro:	6%		

Outro: Youtube, aplicação da marca.

6. Segue alguma das seguintes marcas online em busca de nova informação?

Boticário	30%	Chanel	9%	Clarins	2%	Clinique	12%
Douglas	2%	Estée Lauder	4%	Kiehl's	6%	Kiko	41%
Lâncome	8%	L'Oréal Paris	55%	MAC Cosmetics	22%	Nivea	29%
Origins	1%	Rituals	12%	Sephora	39%	Shiseido	2%
The Body Shop	29%	Vichy	13%	Outro	7%		

Outro: Benefit, La Roche Posay, Mary kay, Organi, Rimmel London.

7. Qual é a probabilidade de uma destas acções o levar a comprar um produto de cosmética e/ou higiene? (arraste o controle para o estado adequado)
- Amostras grátis antes de comprar um produto – 4.31
 - Atendimento personalizado e especializado sobre os tipos e necessidades da pele – 3.75
 - Boas críticas de especialistas sobre o produto – 3.75
 - Boas críticas de outras pessoas sobre o produto – 4.34
 - Eventos sociais em loja – 2.02
 - Produto com desconto – 4.64
 - Produto de uma marca que apoia causas sociais – 2.76

8. Que redes sociais utiliza diariamente?

Facebook	100%	Instagram	52%	Linkedin	38%
Twitter	11%	Outro	4%		

Outro: Snapchat, Pinterest, Google+, Tumblr.

9. Quantas horas por dia passa, em média, online em actividades de lazer (telemóvel, tablet, computador)?

0-1 hora	8%	1-2 horas	22%	2-3 horas	25%
3-4 horas	18%	4-5 horas	13%	+5 horas	14%

10. Dos tópicos abaixo mencionados, qual lhe parece que descreve melhor a sua relação com a marca Kiehl's?
- É a primeira vez que oiço Kiehl's – 73%
 - Não conheço muito bem a marca, mas já ouvi algumas coisas boas e estou curioso para aprender mais – 17%
 - Não conheço muito bem a Kiehl's, mas sei que é cara – 5%
 - Gosto muito da Kiehl's, é uma das minhas marcas preferidas – 2%
 - Gosto muito da Kiehl's e tenho vindo a comprar produtos desta marca – 3%
11. Imagine que a Kiehl's apoiava uma das seguintes causas sociais. Para cada uma delas indique de que forma é que esse apoio influenciaria o seu comportamento de compra na Kiehl's?
- Bem estar de crianças – 4.22
 - Questões ambientais – 3.68
 - Pesquisa HIV/AIDS – 3.63
12. Imagine que seria confrontado com uma aplicação com algumas características. Quais das abaixo mencionadas gostaria de ver numa aplicação da marca Kiehl's?
- Instruções sobre como usar produtos comprados – 72%
 - Manter registo do que comprou (incluindo amostras) – 46%
 - Possibilidade de comprar online – 46%
 - Possibilidade de monitorar os quilómetros executados (onde por cada 10km percorridas a pé ou a correr, um certo montante seria doado a uma determinada causa social e local) – 35%
 - Programa de fidelização, onde no caso de fazer um amigo juntar à família Kiehl's, recebe pontos são trocados por vouchers a serem gastos em loja – 44%
 - Suporte online ao vivo – 23%
 - Nenhuma das acima mencionadas – 5%
13. Para cada um dos meios digitais apresentados, indique qual a língua em que preferia que esse meio estivesse, de acordo com os seus interesses.

	Inglês	Português
Redes sociais	42%	58%
Website	45%	55%
Newsletter	35%	65%
SMS	17%	83%
Aplicação	37%	63%
Blog	43%	57%

14. As pessoas que vendem os produtos nas lojas Kiehl's são os *Kiehl's Costumer Representatives (KCR)*, que tem formação para dar um atendimento personalizado e aconselhamento sobre os produtos adequados para o seu tipo de pele. Tendo isto em conta, imagine que os KCR's escreviam artigos para serem introduzidos no website. Quais dos seguintes tópicos para artigo suscitariam mais interesse para leitura?

- Apoio a causas sociais – 40%
- Cultura da Kiehl's – 25%
- Funcionalidade dos produtos – 74%
- Novos produtos – 73%
- Procedimentos para utilizar produtos – 61%
- Outro – 2% (Kiehl's em Portugal, passatempos e concursos)

Appendix 2: In-store surveys (n=22)

1. Com que frequência se dirige a uma loja Kiehl's (anualmente)?

1 vez	4.5%	2 a 3 vezes	50%	4 a 6 vezes	27.3%	+7 vezes	18.2%
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2. Como conheceu a Kiehl's?

Amigos/família	31.8%	Blog	9.1%	Loja	36.4%
Redes Sociais	4.5%	Revista	13.6%	Televisão	4.5%

3. Quantos produtos Kiehl's já comprou durante o último ano?

0 a 1	0%	2 a 3	18.2%	4 a 6	50%	7+	31.8%
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4. Qual a primeira palavra que vem à cabeça quando pensa na Kiehl's?

- Amigo do ambiente – 4.5%
- Diferente – 4.5%
- Produtos naturais – 18.2%
- Qualidade – 72.7%

5. Classifique de 0 a 7 os seguintes critérios sendo 7 o mais forte:

- Atendimento personalizado – 6.68
- Causas sociais que a Kiehl's suporta – 2.05
- Presença online – 1.86

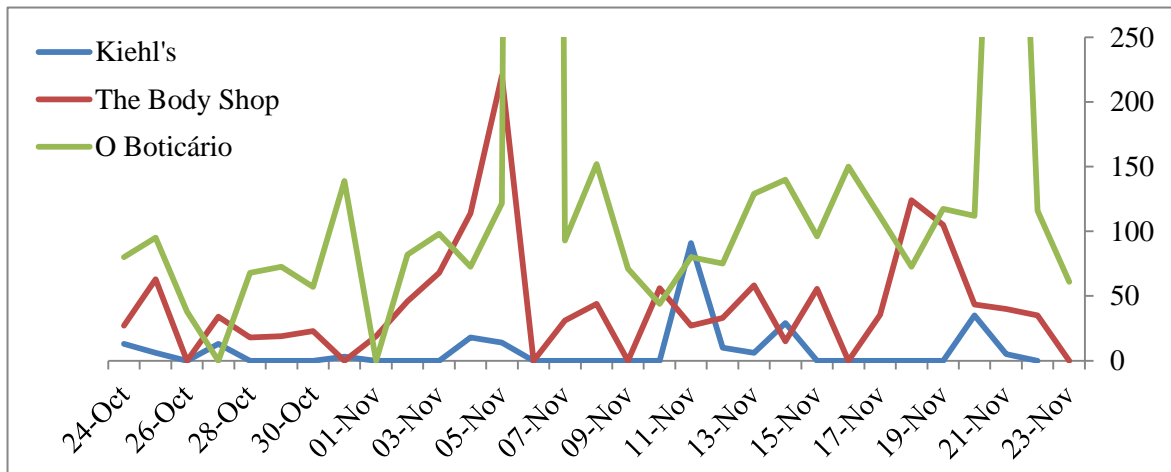
6. Como fica a par das novidades da marca?

Newsletter	9.1%	Redes Sociais	9.1%	Visita à loja	68,2%	Website	13.6%
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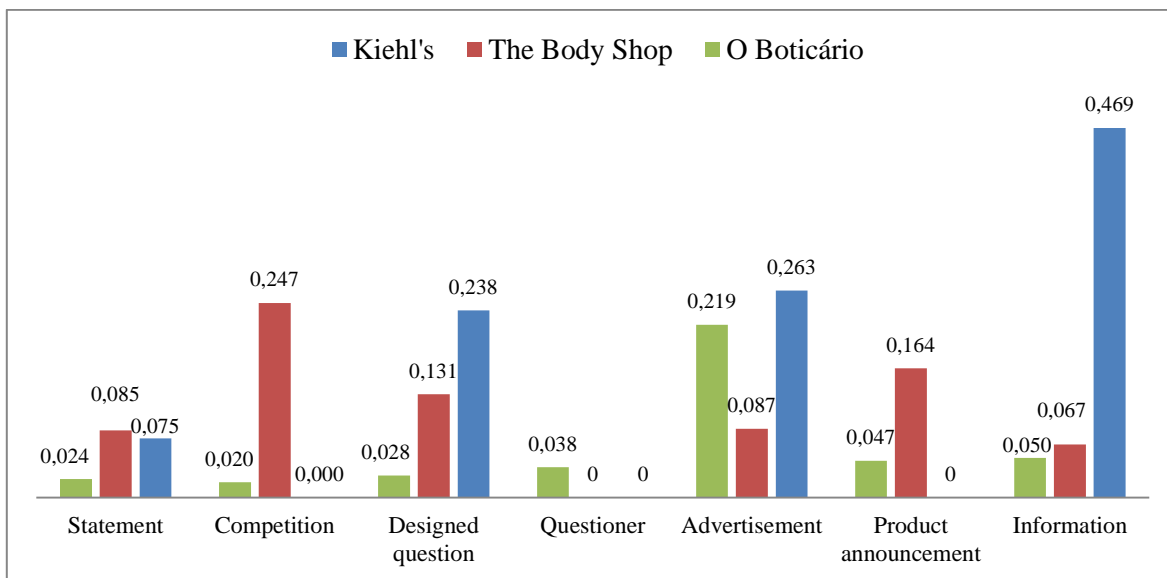
7. Como gostaria de receber informações da Kiehl's online?

Newsletter	59.1%	Redes Sociais	31.8%	SMS	4.5%	Nenhuma	4.5%
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Appendix 3: Audience Interaction with Facebook Page (24/Oct - 23/Nov)



Appendix 4: Audience Interaction with Facebook Page per category (24/Oct - 23/Nov)



Appendix 5: Point system of Loyalty Program

	Number of Points	How many times
Facebook registration	20	1
Instagram registration	20	1
Friends buys	60	Unlimited
Comment, like or share	10	Once in two months
Watch Youtube tutorial	10	Once in two months

Appendix 6: Metrics for each communication activity

	Activities	Metrics
Social Media	Facebook	Number of followers; Engagement rate on posts; Fan reach; Click-through rate
	Instagram	Number of followers; Engagement rate on posts
	Blog	Number of visitors; Visits from search engines; Comments
	Youtube	Number of viewers
Website	Loyalty program	Number of new members; Retention rate; Incremental revenue
Mailing	Newsletter	Bounce rate; Delivery rate; Spam complaint rate; Click-through rate
	Email Review	Number of answers

Appendix 7: Budget per category

Social Media		Total
Gift Packs	180.00€	415,76€
Deluxe samples	0.80€	
Kiehl's sunscreen pack	90.00€	
Christmas pack	90.00€	
Shipping costs	54.96€	

Website		Total
Deluxe samples	64.00€	17,363.00€
Facebook points	1,936.00€	
Instagram points	1,936.00€	
Friend buy points	528.00€	
Comment, like, share points	5,808.00€	
Watch tutorials	5,808.00€	
Charity	1.283,00€	

Mailing		Total
Webhosting	900.00€	900.00€